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MONTANA DNRC Conversation

A Newsletter of the Department of Natural Resources and Conservation • Director Bud Clinch
Volume 1 • Number 4 • December 1995

MESSAGE FROM THE DIRECTOR

"Looking back at our reorganization efforts, I can see we have come a long way, but I realize there is still a long way to go."

Photo by Jim Bond

Director Bud Clinch

Forget the Chinese calendar--1995 will be known as the year of reorganization. As I look back over the past year, it is clear that department reorganization, with its associated changes, has occupied a lot of our time. An enormous amount of effort has been spent over the past twelve months in positioning the department to meet the challenges of the future. A DSL employee task force completed an internal audit of the department's organizational structure and recommended some significant changes. I concurred with many of these. At the same time an external task force was looking at reorganizing all of Montana's natural resource agencies. The legislature concurred with many of their recommendations, and on July 1 reorganization proposals of both groups were implemented.

While these changes have some troublesome aspects, I believe we are finally starting to see some light at the end of the tunnel. We have settled on our department organizational structure and have developed a new mission statement. The department's Leadership Team is meeting regularly and making headway toward resolving significant issues, developing needed policies, and charting future direction. We have completed the first of several planned office moves and consolidated Central Management's purchasing and payroll functions, the department's legal staff, and the Reserved Water Rights Compact Commission staff into the USF&G Building. By early January, only the Water Resources Division will remain in the Metcalf Building. Outside of Helena, we have taken some first steps in office co-location and are beginning to realize improved office efficiencies and customer access. Looking back at our reorganization efforts, I can see we have come a long way, but I realize there is still a long way to go.

Much remains to be finished in 1996 before we will be able to say reorganization is complete. Coming together is a beginning; working together is success. We have developed a new mission statement for the agency, but we cannot let our efforts stop there. We will have to be diligent toward institutionalizing the message among ourselves and the public. Developing the needed internal framework to support the new organizational structure will continue to be a challenge for our support staff. Finding the necessary funding to reorganize successfully is proving to be a continual challenge. By July 1 we will also have to operate with five fewer FTE. And through it all we should probably not expect to see a break from our normal day-to-day duties. More and more it appears that such challenges are becoming routine!

The bright note is that I have continually been encouraged by the dedication each of you has shown, and I sincerely appreciate all of your hard work! Our success will truly be the result of your efforts. Have a happy holiday season!

"To help ensure Montana's land and water resources provide benefits for present and future generations."

GUIDING PRINCIPLES

From the comments I received, it appears that the working group charged with developing the draft mission statement hit the nail on the head the first time. While some of us might prefer a word change here or there, almost everyone expressed pleasure at the message being sent. I have decided to accept our draft mission statement as final.

But we cannot stop there. Translating this mission statement into action provides another challenge. Other employees have been working to determine what organizational beliefs and values should guide and support the actions we take in implementing our mission statement. They took the preliminary list of 35 guiding principles that had been drafted by the mission statement working team and grouped them into like functional areas. These functional areas were then refined and simplified into a list of guiding principles that are few in number and, I hope, easy to remember.

Please review these draft guiding principles and let me know how you think they can be improved. I would appreciate your comments by January 15.

DRAFT DNRC GUIDING PRINCIPLES

1. *We obey the law.*
2. *We tell the truth.*
3. *We follow through on commitments and are accountable for our actions.*
4. *We spend the taxpayers' money thoughtfully and responsibly.*
5. *We invite the public to participate in our actions and decisions.*
6. *We believe in providing prompt and courteous service to all Montanans.*
7. *We value and trust one another and strive for a healthy and productive work environment.*

BUCKLE OFFER

Call Mike Kopitzke, fire prevention specialist, at 542-4251 for a KEEP MONTANA GREEN 50th Anniverary belt buckle. The cost is only $15.00.

SECC PROGRESS REPORT

Overall, this year's State Employee Combined Campaign has been a tremendous success, reaching 113 percent of its goal. As of November 22, one hundred and twenty DNRC employees had contributed $8,882 to worthwhile causes.

DNRC employees Glenna McClure and Rob Ethridge were winners in a recent drawing held for contributors. Glenna, who is payroll supervisor/personnel officer with Central Management in Helena, won a $25 gift certificate from Buttrey Food-Drug. Rob, a silviculturist with the Southwestern Land Office in Missoula, won a $10 gift certificate from Buttrey Pharmacy. The final weekly prize drawing was on December 4, and the grand prize drawing for the trip to Hawaii was held on December 11.

OVERSIGHT COMMITTEE

The last scheduled meeting of the DNRC/DEQ Reorganization Public Oversight Committee was held on December 4-5 in the Metcalf Building. This committee has played an important role in the reorganization process.

During the December meeting, the group completed its discussions on both agencies' organizational structures, mission statements, and guiding principles and began to look at "benchmarking." Benchmarking has recently been used successfully in Oregon to chart landmarks and progress toward achieving that state's Strategic Plan. Some members of the committee felt very strongly that both the public and the department need some means to measure the success of Montana's reorganization efforts. During the meeting, however, it was recognized that time was not sufficient to do a credible job with benchmarking, and the issue was dropped.

The oversight committee may get together again in the spring to review the progress of reorganization.

CO-LOCATING: THE BOZEMAN EXPERIENCE

"I think it's going to work out great."

October 31 was more than Halloween for most of DNRC's Bozeman employees. It was also moving day for the Water Resources Regional Office (which is part of the Water Resources Division, WRD) and the Bozeman Unit Office (which administers programs of both the Forestry and the Trust Land Management Divisions, FD/TLMD). The water office is headed by Regional Manager Scott Compton, while the unit office is headed by Unit Manager Jim Kalitowski.

The combined offices are situated at 151 Evergreen Drive, in Suite C of a building so new that parts of it are still under construction. Scott, Jim, and their staffs had the opportunity to work on the building's design from the beginning, so the facility should meet their needs well.

Staff believe that the cost of the move (about $1,800) will be offset by the improved public service and increased cost-effectiveness expected to result from the co-location.

Public Service

Near the North 7th Avenue exit, the location will be convenient for people coming off the interstate. The WRD office was in the same general area before, but the new site should be easier to find for clients of the FD/TLMD than the facilities previously occupied on North Wallace.

Photo by Jim Bond

Scott Compton (foreground) and Jim Kalitowski

More importantly, the public should find staff services available more of the time. Each office has a part-time person; it may be possible to provide full-time coverage in the future. Someone will be available to answer the phone and take messages, for instance, even in the summer when staff spend much of their time on field activities. The outcome should be greater responsiveness to the public.

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Co-Locating... *continued from page 3*

A representative of the Montana Department of Labor and Industry is in the same building, and the owner has mentioned the possibility of constructing a building just for state agencies. It may not be possible to achieve true "one-stop shopping," however, because the services provided by the various agencies--and the clientele they serve--are so different. DNRC employees who work with the Montana Watercourse are still located elsewhere in Bozeman.

Costs

At $9.50 per square foot, the rental rate is now less for the WRD office (which paid $11.50 before). Also, WRD has a smaller number of square feet available now, but Scott notes that he hasn't felt pinched for office space.

The rental rate is higher now for our FD/TLMD office (which formerly paid about $7.00 per square foot). The new rate may actually work out to be cheaper, however, because it includes utilities that were paid separately before the move.

Vehicles and office equipment are two other areas that offer opportunities for savings. The two offices can share the use of one fax machine and one photocopier, for instance, splitting the cost of maintenance. They can save $1,400 if they can network and both use a laser printer, rather than buying an additional one.

Storage/Security

The new area has better storage incorporated into the building's design. Some FD/TLMD equipment is still stored off-site, however, and some concern was expressed about the security of equipment (such as two-way mobile radios) in vehicles left in the new building's parking lot.

ADA Considerations

The new building fully complies with accessibility requirements of the Americans with Disabilities Act. Compliance of the former FD/TLMD facilities was questionable.

Glasgow offices were co-located in July 1995, and Lewistown offices are to be co-located in March 1996.

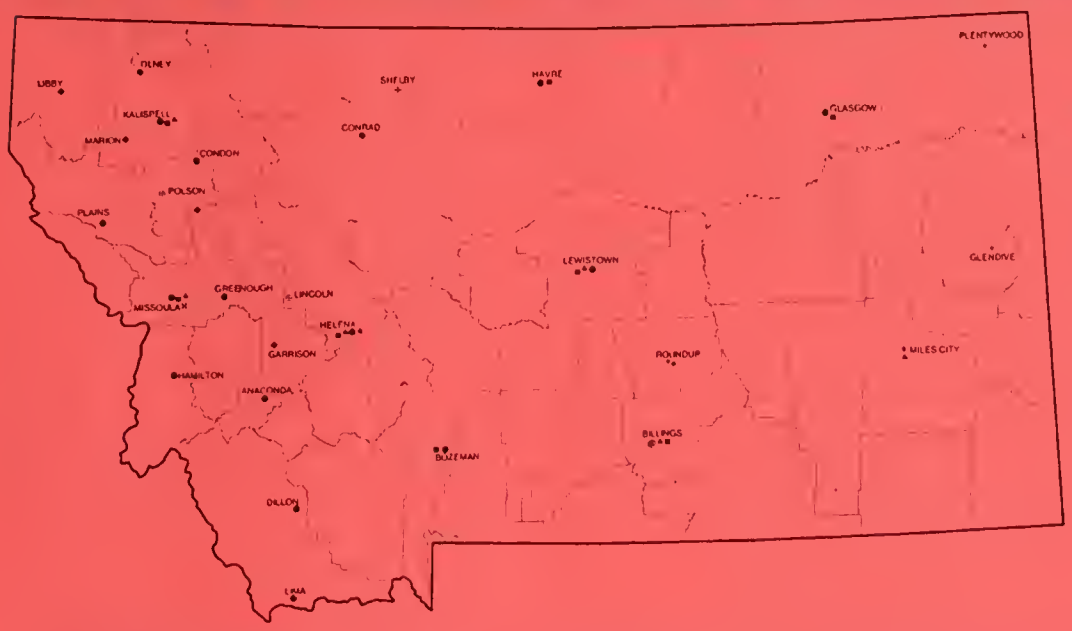
For now, each office operates independently--paying for its own expenses, supervising its own people, and reporting through its own chain of command. No problems have arisen, but Jim and Scott feel that it might be desirable for one person to be responsible for certain administrative matters, such as maintenance contracts. Another change that could prove beneficial might be budgeting for the entire department.

The co-location in Bozeman so far has been notably congenial and efficient, possibly making it a model for other parts of the state. As Scott said, "I think it's going to work out great."

MOVING UPDATE

During Thanksgiving week, Wayne Wetzel, five members of the DNRC Legal Unit (Don MacIntyre, Tim Hall, Fred Robinson, Ann Yates, and Patty Greene), and Marvin Cutler moved to their new quarters in the USF&G Building. Helena employees of the Reserved Water Rights Compact Commission and the Oil and Gas Conservation Division moved on December 8; Conservation and Resource Development Division employees will move the week of December 18.

LOCATION OF DNRC OFFICES



- Department Headquarters
- Forestry Division Headquarters
- Oil and Gas Conservation Division Headquarters
- Oil and Gas Conservation Offices
- Area Offices
- Unit Offices
- Water Resources Regional Offices
- Conservation and Resource Development Division Offices
- Field Offices
- Initial Attack Station
- Colstrip Power Plant

DNRC has offices all over the state of Montana: regional offices, the Montana Watercourse, and the Broadwater Power Project, all associated with our Water Resources Division; land offices, unit offices, dispatch centers, and initial fire attack stations associated with our Forestry Division and Trust Land Management Division; and field offices associated with our Conservation and Resource Development Division and Oil and Gas Conservation Division. In this issue we take a look at the Bozeman office.

PROGRAM FOCUS: BUSY IN BOZEMAN

Photo by Jim Bond

Back row (from left): Jim Kalitowski and Jan Mack; front row: Scott Compton, Sharon Simcizen, and Rusty Taylor

Q. What does regulating logging on private lands have in common with administering tests to prospective well drillers?

A. They're both among the functions performed by our Bozeman field office.

Common office space in Bozeman now houses the Water Resources Regional Office of the old DNRC and the Bozeman Unit Office of the former DSL (see related article). The water office, headed by Regional Manager Scott Compton, is part of the Water Resources Division (WRD) and reports to Jack Stults, Regional Offices Coordinator. The unit office, headed by Unit Manager Jim Kalitowski, performs duties for both the Forestry Division (FD) and the Trust Land Management Division (TLMD). Jim reports to Mark Ahner, Area Manager of the Central Land Office in Helena.

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A COMPARISON OF THE TWO CO-LOCATED OFFICES

	FD/TLMD Unit Office	WRD Regional Office
Staff	*Jim Kalitowski*, Unit Manager *Curt Tesmer*, Forester *Diana Martin*, Secretary-Fire Program (part-time)	*Scott Compton*, Regional Manager *Jan Mack*, Water Resources Spec. *Rusty Taylor*, Water Resources Spec. *Sharon Simcizen*, Program Assistant *Willy Williams*, Administrative Support (part-time)
Clients	• Owners of private forest land • Persons holding grazing leases and various special use permits for state-owned land • Volunteer fire fighters • County fire- fighting organizations • Loggers and timber companies	• All water users and anyone wanting to appropriate water in Park, Madison, and Gallatin Counties • Attorneys • Resource managers • Well drillers • Federal, state, and local agencies • Realtors and developers
Examples of Duties	• Management of about 320,000 acres, primarily range and agricultural land • Special uses of state-owned land • Timber sales • Fire prevention • Fire suppression on private and state-owned land, in cooperation with counties • Regulation of timber operations on private land, including streamside management, zoning laws, and best management practices (BMPs) • Assistance to owners of private forest land	• Water permit functions, including new appropriations and changes in location or kind of use • Assisting the Water Court regarding adjudication of pre-1973 water rights • Responding to disputes relating to water use • Administering controlled groundwater area surrounding Yellowstone National Park • Monitoring streamflows • Assisting in administration of state-owned water projects, including monitoring repairs to Middle Creek Dam • Investigating complaints and administering tests for the Board of Water Well Contractors • Conducting educational, "Know Your Watershed" workshops in cooperation with Montana Watercourse • Assisting in floodplain and dam safety administration

Program Focus.. *continued from page 5*

Co-location of the two offices is the most recent change, but Scott notes other major evolutions in the water office's operations.

- The connection to the mainframe computer is relatively new. Clients can conduct water rights research in Bozeman (using microfiche) or can access Helena's records via the computer.
- The water right permitting process, including the preparation of environmental assessments, is now done in the regional office, instead of in Helena. This has increased the staff workload, but, according to Scott, "Our people have really handled it well."
- Formerly a "Water Rights Office," the group is now a "Water Resources Regional Office" with responsibilities expanded to encompass a much broader array of services.

Changes have occurred for the land unit office, too. One example is the requirement for field offices to implement and enforce a law dealing with the recreational use of state-owned land, which became effective in 1992. According to Mark, 45 or 50 commercial outfitters operate in the central area, and the demand for recreation, from both individuals and special groups, is tremendous. "We've done a good job," said Mark.

The office takes pride in its ability to put up timber sales in an area where they can be especially controversial. Jim and Mark cited successful sales in the Tom Miner Basin and Bear Canyon as evidence that the public's concerns can be accommodated and environmental standards maintained.

Environmental awareness seems to have increased regarding water matters, as well. More people are conscious of water quality problems, according to Scott, and a Gallatin County ground water protection district has recently been formed.

The rapid growth in population in the Bozeman area brings a challenge to our DNRC staff. More people lead to increased requests for special uses of state land, for instance, and for more wells and water use permits. Trees still need to be protected from fires; now, more and more houses in forested subdivisions do, too. Enforcement of water rights is increasing each year. With growing recreational uses and demands, enforcement on the unit office side could become a problem; DNRC has a memorandum of understanding with the Department of Fish, Wildlife and Parks that covers some areas, but neither agency has sufficient enforcement personnel.

OFFICE ROULETTE

Accounting Technician Debbie Bunker was the first Fiscal Bureau employee to move to the USF&G Building. She was transferred in September to fill the cashier position after Ruth Haun's tragic automobile accident.

The call came at 10:00 A.M. Tuesday, Oct. 24. "Be ready to move at 8:00 tomorrow," said the voice on the other end of the line. The rest of the day was spent packing boxes, cleaning desk drawers, and readying file cabinets for transport.

The next day (Oct. 25), Fiscal Bureau staff from the old DNRC moved from the top floor of the Lee Metcalf Building to the top floor of the USF&G Building. Ann Bauchman, Diana Kohl, Jeri Ann Lantz, Carol Skufca, and Debbie Walter were ably assisted by Bob Kuchenbrod, Alan Christianson, and Bruce Swick of the Central Management Division. With the help of a truck and trailer borrowed from the Helena Land Office, the five women and three men got the job done in less than six hours.

Other than a few misplaced files, there weren't any major problems with the move. Several did say that they were glad to hear that the rest of the department would be moved professionally.

After nearly two months in their new quarters, the women are pretty well settled into their new routines.

"The computers have been our biggest problem," said Accountant Carol Skufca. "It took so long to get them working. We still have to go back to the Metcalf Building to get all of our print jobs because we are still hooked up to the main computer in that building," she said.

"We didn't realize how spoiled we were by having our data processing experts next door," said Accountant Debbie Walter. "All we used to do was yell 'Help!' and someone was right there to answer our questions."

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Office Roulette ... *continued from page 7*

Moving North: Administrative Support Bureau staff (from left): Debbie Walter, Carol Skufca, Ann Bauchman, Jeri Ann Lantz, Debbie Bunker, and Denise Willis

The five new residents are all happy with the reception that they received from the employees of the former Department of State Lands in the USF&G Building. "Everyone has really pitched in to help us," said Fiscal Officer Ann Bauchman. "They have really made us feel welcome. Bill paying is easier and communication is a lot better now that we are all in the same building."

The women are happy with their new surroundings. "I really like having a window in my work area. It makes it nice and bright," said Carol. "Yeah, I like my window, too. It is nice to work by natural light," said Ann.

"I still need some walls for my cube," said Jeri Ann Lantz, payroll/benefits technician. "Other than that, things are fine here."

"My work space is larger here than it was in the Metcalf Building," Debbie said.

Denise Willis, then a temporary employee sorting mail and answering telephones in the Metcalf Building, moved to the USF&G Building a week and a half later. Now hired into Debbie Bunker's former position, Denise is sorting mail in the mornings and processing claims, no-warrant transfers, and journal vouchers in the afternoon. "It's a lot easier over here," she said.

Change is hard, but the Metcalf staff are adjusting well. "I still miss the old crew," Ann said. "It will never be the same," said Debbie Walter. "It's like losing someone in your family. Our people will be spread out all over town for the next several years. I really miss everyone from the Metcalf Building. I'm looking forward to the time when the rest of the department moves to the USF&G Building," she said.

Since the move, Accounting Technician Diana Kohl has taken a similar job with the Commerce Department, and Lori Gustin has been hired into Diana's former position. "Having the bureau fully staffed will help operations run smoother," said Ann.

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